Public Works Digest

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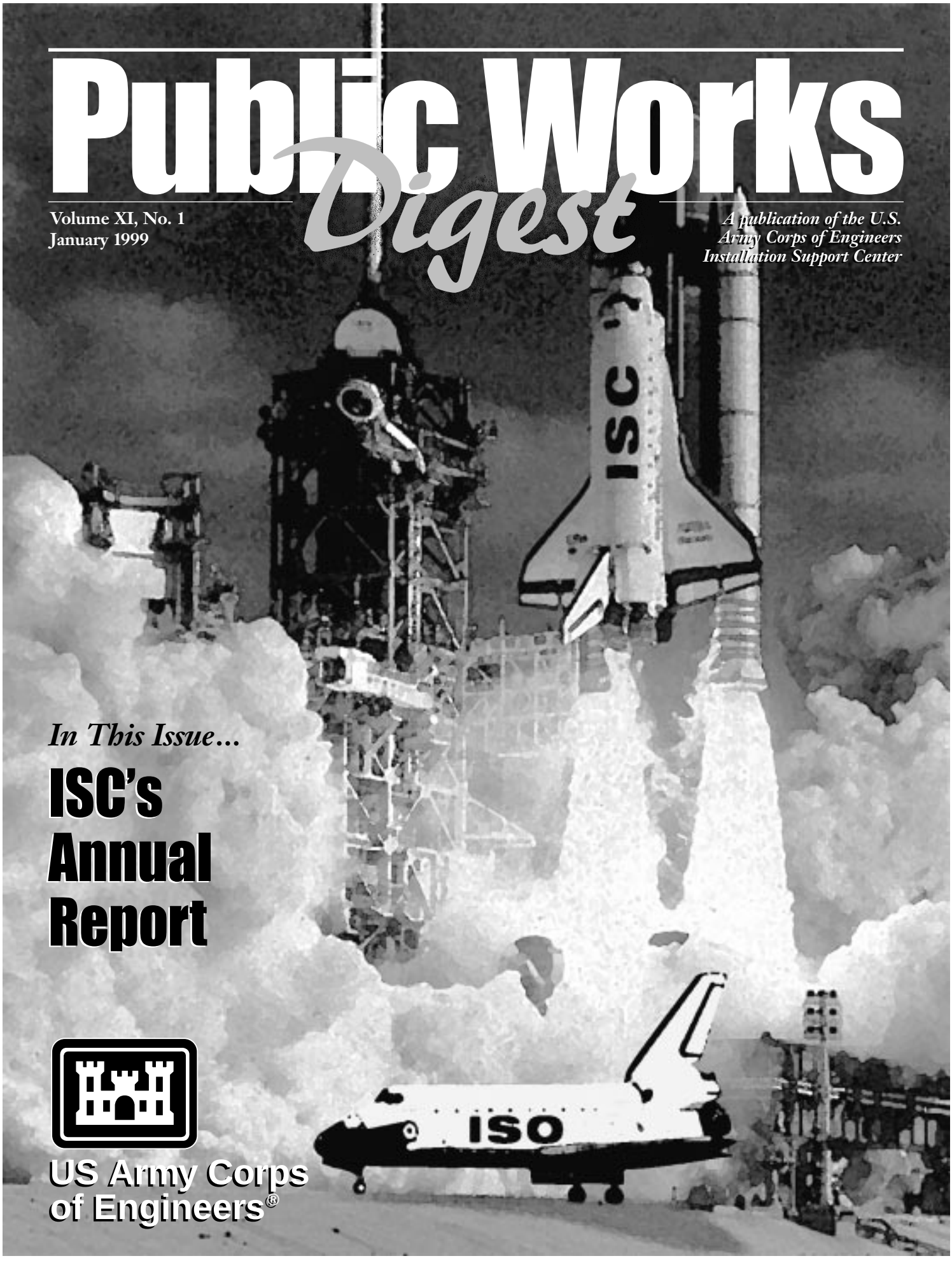

In This Issue...

ISC's Annual Report

US Army Corps of Engineers®

Public Works Digest

January 1999
Vol. XI, No. 1

US Army Corps of Engineers®

ISC Annual Report

USACE Support

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Address mail to:

Department of the Army
US Army Corps of Engineers
Installation Support Center
Attn: Editor, ***Public Works Digest***, CEISC-P
7701 Telegraph Road
Alexandria, VA 22315-3862
Telephone: (703) 428-6404 DSN 328
FAX: (703) 428-7926
e-mail: alex.k.stakhiv@cpw01.usace.army.mil

Kristine L. Allaman, P.E.
Director—U.S. Army Corps of Engineers Installation Support Center

Penelope Schmitt
Chief—DPW Liaison Office

Alexandra K. Stakhiv
Editor

Design and Layout:
Susan A. Shugars
RPI Marketing Communications
Baltimore, MD

The Installation Support Center . . .

Helping Army Installations Worldwide

Executive Director George Braun shares an installatin success story with Eleanore Fullem, Resource Management Office, and Rosemarie Miller, an ISC retiree.

What do you get when you add up consulting visits, hundreds of pages of contracts on a multitude of facilities-related functions, countless daily phone calls, staff assistance visits, help with utilities privatization, prime power, IFS, PAVER, ROOFER and a whole lot more? You get value added to your scarce dollars. You get us—the U.S. Army Corps of Engineers Installation Support Center.

Last year we adopted some new business analysis tools and moved IFS-M into a client-server environment. We asked you to take a close look at our track record and challenged you to continue taking advantage of our excellent services. We're happy to report that once again you entrusted us with a significant amount of your money. Here are the results:

Director Kristine Allaman and Executive Secretary Gail Nevitt tackle the front office workload.

Reimbursables.

ISC received more than 600 incoming reimbursables from customers, worth $30 million during FY 1998. More than $6 million customer orders in support of DPWs arrived in September, helping installations execute year-end funds.

Year-end support from USACE.

The Center also received outstanding support from U.S. Army Corps of Engineers Headquarters in the form of $3.2 million we were able to commit to high-priority unfinanced requirements in support of DPWs.

Expanded use of the revolving fund.

ISC was empowered to use the U.S. Army Corps of Engineers Revolving Fund for more efficient business practices. These include collecting tuition for engineering and housing training courses, for conference and workshop fees, and for maintenance and repair

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Left: Ed Vogel, George Braun and Pete Sabo ensure that you get value added to your installation dollars.

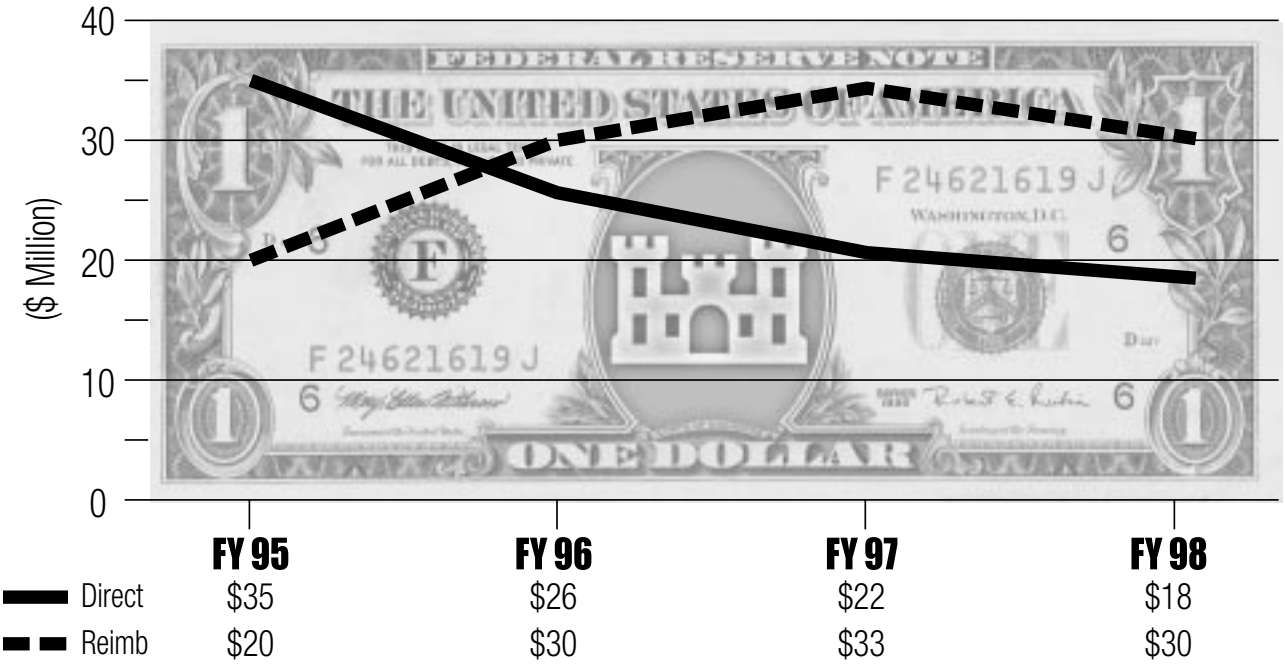
Below: Chuck Williams is always ready to answer your "legal" questions.

costs in the generator loan program. These efficiencies led to lower overhead costs in the resource management functions and timelier customer billings.

Delivery orders.

ISC holds a variety of IDIQ contracts available to installations *(See November/December 1998* ***Public Works Digest****)*. In Fiscal 1998, our customers placed 431 delivery orders against our contracts. PWD

ISC Funding Profile: INCREASED REIMBURSEMENTS



Increased reliance on reimbursement from our customers has become necessary to maintain expertise and continue the level of effort needed by the DPW community. Many customers who "purchased" services during FY 98 realized significant cost savings and increased productivity through this centralized support concept.

Directorate of Facilities Management...

Providing excellent service based on your requests!

Milt Elder manages the Staff Assistance Visit Program with Liz Colbert's able help.

House Calls

Yes, we still make house calls. We sent out management and systems consultants on 23 site visits to resolve systems and training problems. Our staff assistance teams went to 20 installations and brought back 100 taskers.

Functional Hotline

Some of the types of assistance our Functional Hotline provided included writing A-76 queries, answering questions about the use of IFS, HQEIS and IEIS, SCP11 conversions, providing policy clarification and tech data functional support as well as teaching systems administrators how to access and execute queries. We responded to an amazing total of 2,655 calls in FY98!

Sustainment Training

Our Professional Development and Training Division taught a total of 20 classes to 712 students and provided training to 272 Air Force students. They also provided sustainment training at the USAREUR DPW Academy for 256 students in the areas of DPW Management, Army Housing, IFS-M Work Estimating, Quality Assurance and Housing Service Contracts.

Right: Pete Sabo and Tony Vajda provide answers to your systems questions.

Left: Jeralyn King, Linda Smith and Mike Castle respond to Hotline queries on HQEIS and IEIS.

Executive Information Systems

Thanks to our Systems Management staff, over 600 users currently have access to HQEIS (Headquarters Executive Information System). Some of this year's improvements include:

- Enhancing housing/community facility screens in General Statistics to display additional facility types, square footage and counts.
- Developing standard query screens to display USARC data by Facility ID and installation number.
- Redesigning Facility Reduction Program credit screen to display square footage at MACOM level with drill-down to installation facility level.
- Making HQEIS data dictionary available from HQEIS main menu.
- Adding new HQISR module to HQEIS GIS.

In the Installation Executive Information System, we developed a graphical and tabular display of DPW data to provide review and analysis information for MACOM/DPW managers. The deployment of Version I began in November 1997. It is currently deployed at 32 installations with an additional 44 scheduled. Version II was released in June 1998 and included a multi-site function for centralized management at ISC. It was deployed to Forts Hunter, ➤

Stewart and Benning. A "demo" is available on the ISC home page. Our future plans include deploying Version II to USAREUR, DLA and Korea and to interface with the Corps of Engineers PROMIS system as well as Installation HOMES.

On the Web

We have expanded our ISC home page to include additional model performance work guides in the Contracts Library and added a new section for A-76 information. Slide presentations, information papers and schedules are promptly posted for easy reference and for those who can't attend that workshop, conference or meeting. Some of our latest features include a GIS library and a list of Open ECPs for IFS-M. Our Training Schedule and course descriptions also appear on an additional Training home page.

Our Job Order Contracting (JOC) UPB support contract provides production, maintenance, updates and systems management of JOC technical documents and software. In fiscal year 1998, we supported 165 installations and placed 27 delivery orders valued at $300,000. Our quarterly JOCKey newsletter shared good news and helped installations avoid common problems and pitfalls. There's more! We're working on a JOC Directory which will provide an on-line database with site addresses, telephone numbers and POCs. PWD

Above: Scott Monaghan helps installations tailor solutions to local conditions in the Supply arena.

Left: Martha Sharpe provides customer service assistance for equipment acquisition, maintenance and repair.

WHERE IS IT NOW?

New DPW Training Request process

Beginning with this training year, all requests for DPW training currently provided by ISC will be forwarded to the Professional Development Support Center (PDSC), Huntsville, Alabama. For more information on the course descriptions, prerequisites and tuition, please visit our "Training" home page at: www.usacpw.belvoir.army.mil.

All participants in our courses should submit a Request, Authorization, Agreement, Certification of Training and Reimbursement (DD Form 1556) 30 days prior to the start of the class to:

Commander
ATTN: CEHR-P-RE (Registrar)
P.O. Box 1600
Huntsville, AL 35807-4301
PDSC POC: Sherry Whitaker
TEL: (256) 895-7425/DSN: 760
FAX: (256) 895-7496/DSN: 760

PWD

	TITLE	SESSION	DATE
January	PW Basic Orientation Course	988-99-01	11-15 Jan 99
	DPW Performance Based Contracting I	979-99-01	11-15 Jan 99
	DPW Basic SQL Application	970-99-01	20-21 Jan 99
	DPW Work Reception	980-99-02	26-28 Jan 99
February	DPW Engineered Performance Standard	987-99-01	01-05 Feb 99
	DPW Management Functional Course	999-99-02	01-05 Feb 99
	DPW Work Estimating	983-99-01	08-11 Feb 99
	DPW Performance Based Contracting II	974-99-01	08-12 Feb 99
	DPW Job Order Contracting (JOC) Basic	990-99-02	09-12 Feb 99
	DPW Job Order Contracting (JOC) Advanced	991-99-02	17-19 Feb 99
	DPW Planner/Scheduler	998-99-01	23-25 Feb 99
March	PW Management Orientation Course	989-99-02	01-12 Mar 99
	DPW Supply	982-99-01	09-12 Mar 99
	DPW Quality Assurance Service Contract Course	972-99-01	15-19 Mar 99
	PW Basic Orientation Course	988-99-02	22-26 Mar 99

Web site for the Summary Development Plan— A new tool for the master planner's tool box

In June, 1998, the Real Property Planning and Management Steering Committee (RPPMSC) approved the Summary Development Plan (SDP) concept as a promising, new tool in the installation master planner's tool box. At that time, SDPs were under development at Fort Shafter (USARPAC) and several Brigade Support Bases (BSB) in USAREUR. Since then an SDP has been started at Fort Eustis, and installations in the Alaska and the Baltimore Districts of the Corps of Engineers have requested detailed information on the concept in preparation for yet more applications.

You are probably wondering what is next. Since September 1998, the Planning and Real Property Division has been working on a web site for displaying information concerning the SDP. This web site contains five main sections: What is an SDP; a sample SDP; a downloadable SDP template for you to do your own SDP; a sample scope of work; and a discussion of how the SDP will interface with the Corps' 95 percent solution.

The first section contains the Powerpoint slides and the text of the presentation which gained the approval of the concept from the RPPMSC in June 1998.

The second section contains a sample SDP format, as applied to a fictional installation, Fort Adkinson (available in hard copy in limited supply upon request).

The third section contains a downloadable template in MS Word 97 format, which will let your planner cut and paste and develop your installation's SDP.

The fourth section contains a sample scope of work which will allow you to hire the A/E of your choice to develop your installation's SDP.

The fifth section contains information on the Corps' 95 percent solution telling you what it is and how it can help you with the mapping problems you will encounter while doing your SDP.

Throughout the site, you will see a button bar at the bottom of each page which allows you to access an index, certain references, and a help screen. In the second section, the sample SDP format as applied to Fort Adkinson, you will see three additional buttons in this button bar referring you to the Table of Contents, to certain figures used, and to a help screen. Each page is also extensively cross-linked to key documents, such as AR 210-20; the minutes of the June 1998 RPPMSC meeting; and Installation Vision 2010.

This web site can be accessed at the following URL: http://www.mantech.com/environ/environ.htm. In January 1999, the web site will also be accessible as a sub-set of the Installation Support Center (ISC) web site by using: **http://www.usacpw.belvoir.army.mil** and going to the Planning and Real Property Division portion.

For more information, please contact Jerry Zekert at ISC's Planning & Real Property Division, (703) 428-6139 DSN 328.

PWD

Right: Brenda Moss greets all visitors to the Planning and Real Property Division with a smile.

Bob Nichols tracks down unliquidated obligations for the field.

Below: Al Csontos and John Simmons discuss a simplified reporting process for RADDS.

Home of the Homeless

"Home of the Homeless" is how Jeff Holste answers his phone these days! As ISC's McKinney Act program manager, he coordinates Army installation's submissions of identified excess facilities with the Department of Housing and Urban Development, the Department of Health and Human Services as well as all interested homeless providers.

The McKinney Homeless Assistance Act, mandated by Public Law 101-645, requires the Army to have all facilities that are identified as unutilized, underutilized or excess be screened by the Department of Housing and Urban Development (HUD) and made available to others, including homeless providers, prior to demolition. Notification is made by publication in the Federal Register printed by the Government Printing Office (GPO).

Brenda Moss and Jeff Holste work hard to make the ISC McKinney Act Program a success.

Updated guidance, previously forwarded to the Major Commands (MACOMs) on 20 November 1997, is now available on ISC's web page.

As required by Title V of the Act, this past year's quarterly submissions in 1998 saw over 100 installations submitting 3,000 checklists for 3,600 buildings. In addition, over 75 installations identified 3,500 buildings that were demolished this year. These notable increases are due to the increase in funding for the Facility Reduction Program (FRP) from the previous year of $20 million to the current year's $100 million!

This program is an Army success story mainly due to the installation real property personnel responsiveness to the public law mandated quarterly updates. In addition, the overall true measure of success is that no one from the Army has been found guilty of noncompliance.

Federal registers received from HUD are forwarded to MACOMs for dissemination to their installations. However, you can also access it via the GPO WEB page at: http://www.access.gpo.gov/su_docs/aces/aces140.html. Once in, enter the date of publication (mm/dd/yr); then search for "HUD." The most recent publication was on 20 November 1998 (10/20/98). Check it out!

POC is Jeff Holste, Program Manager, (703) 428-6318 DSN 328, e-mail: jeff.e.holste@cpw01.usace.army.mil PWD

Master Planning/Real Property PROSPECT Training

Master Planning and Real Property installation personnel have been busy attending several Proponent Sponsored Engineer Corps Training (PROSPECT) Program courses. The Installation Support Center's Master Planning/Real Property Division serves as the technical proponent for these classes and, with support and coordination with the USACE Professional Development Center (PDSC), Huntsville, Alabama, is able to provide them throughout the year.

This past year saw 112 real property/master planner personnel successfully completing several PROSPECT courses, empowering them with additional knowledge.

This upcoming year has a very ambitious schedule as well. For your planning purposes, below are the course dates, titles, and locations.

Date	Title	Location
26-28 Jan 99	Real Property Applied Skills	Huntsville, AL
8-12 Mar 99	Master Planning	Huntsville, AL
26-29 Apr 99	Real Property Management	Seattle, WA
14-18 Jun 99	Master Planning Applied Skills	Huntsville, AL
12-15 Jul 99	Real Property Management	Huntsville, AL

For questions on attending PROSPECT courses, please call Sherry Whitaker, (256) 895-7425, or Jackie Moore, (256) 895-7421, FAX: (256) 895-7469. To enroll, send your DD Form 1556 to: USACE Professional Development Center, ATTN: CEHR-P-RG, PO Box 1600, Huntsville, AL 35807-4302.

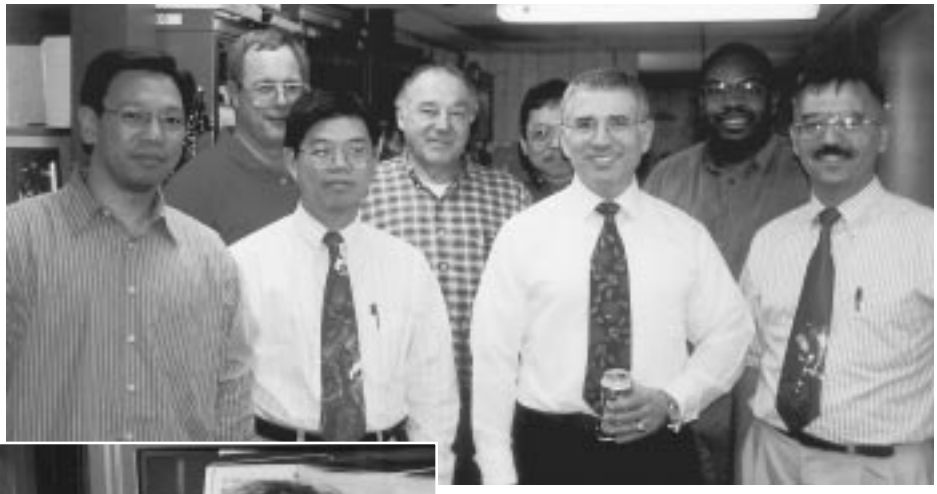
The Real Property training coordinator is Jeff Holste, (703) 428-6318 DSN 328, e-mail: jeff.e.holste@cpw01.usace.army.mil. The Master Planning training coordinator is O.W. Evans, (703) 428-6084 DSN 328, e-mail: ow.evans@cpw01.usace.army.mil PWD

Remembering Dick Nelson

It is with great sorrow that we report the death of Richard (Dick) Nelson on December 16, 1998. Mr. Nelson worked as a retired annuitant in the Installation Support Center's Directorate of Facilities Management for the last three years. During his more than 42 years of federal service, Mr. Nelson, the "Godfather of the Red Book," became a familiar voice to the DPW community. His loud response of "Who's this?" to all telephone calls intimidated only those calling for the first time. Mr. Nelson's countless contributions to making our installations better places to live and work will be remembered for many years to come. PWD

Engineering Directorate . . .

Lighting up Army installations



Above: Chief Angie Stoyas and members of the Electrical Division help to light up Army installations.

Here are just a few of the jobs our Electrical Division completed this fiscal year:

- Electrical System Quality Analysis and Load Survey for Humphreys Engineer Center Support Activity at Fort Belvoir, VA.
- One-line diagram for White Sands Missile Range, NM, and Blue Grass Army Depot.
- Analysis of differential relay problem for Defense Personnel Support Center, PA.
- Draft (up-date) and review of Short Circuit and Protection Coordination Study for Defense Personnel Support Center.
- Site visit to Fort Bliss to evaluate nuisance tripping of main substation circuit breaker.

Left: Christina Garrison and Peyton Hale work in the Power Reliability and Enhancement Program Office.

- Coordinated future work with US Army 7th Signal Command for Power Quality Surveys at 5 communications satellite sites and 10 FORSCOM sites, as a follow-up to a Worldwide Conference request
- Power Quality Site Surveys at three DISA Megacenters (St. Louis, Columbus, and Mechanicsburg) and U.S. Army Signal Command at Forts Benning, Campbell, and Stewart.
- Site visit, preliminary overcurrent relay settings, and evaluation report for the new substation at Fort Bliss airfield.
- Site visit to Defense Technical Information Center (DLA) to evaluate EMF problem. PWD

Tailoring assistance to your every need!

Our Directorate of Engineering is very proud of its accomplishments for FY98. Here are some of the major services they provided:

Installation Consulting Services

Our engineering personnel responded to over 100 requests for support from installations. For example, at Fort Belvoir, Virginia, they helped with GIS and inspected the roof of Quarters One. Four installations requested us to evaluate their boiler water treatment and four wanted a review of their solid waste management contracts. Our engineers also provided technical assistance to two USACE districts and helped Forest Glenn resolve its boiler problems.

Major Installation Support

The Engineering Directorate provided major installation support by implementing ROOFER at six installations. Our Electrical Division completed Electrical Studies/Reports at eight installations and coordinated lighting projects at 18 installations. Our Mechanical and Energy Division evaluated the chiller system at Fort Clayton, prepared 160 Boiler Water Quality Assurance Reports and completed 195 boiler inspections. Our Sanitary and Chemical Division completed the Water Treatment Plant O&M Manual for Fort Huachuca and prepared an Emergency Water Contingency Plan for two installations, Stormwater Reports for two installations, Integrated Solid Waste Management Plans for three installations, and Wellhead Protection Plans for two installations. They also prepared Corrosion Prevention evaluations for four installations and conducted Cross-Connection Control evaluations at six installations and water conservation analyses at three installations. The Buildings and Pavements Division implemented RAILER and performed rail inspection at two installations, reinspected approximately 450 miles with PAVER and fielded HEATER at Fort Jackson.

Right: Dave Bohl and Jim Ledford of the Buildings and Structures Division confer on an installation problem.

Technical Training

We conducted the following courses in FY98:

- Bridge Inspection Course (25 students)
- Water & Wastewater O&M Operator training at 3 installations
- Buildings & Structures Workshop (25 students)
- Boiler Water Treatment Course (25 operators and a foreman)
- Cross-Connection Control training at 3 installations

We also hosted an Engineered Management Systems Workshop and coordinated Air Force Mobile Team Training at 18 installations, Fire Fighting Simulator Training for 19 installations, and 2 Boiler Operator Training seminars.

Technical Publications

ISC's Engineering Division completed four Public Works Technical Bulletins, revised the electrical system brochure and prepared 28 articles for the ***Public Works Digest***.

ACSIM Support

Our engineers also assisted the Office of the Assistant Chief of Staff for Installation Management by attending FIRMS Working Group meetings and serving on three environmentally-related ACSIM working groups. They provided a technical review of heating ➤

ISC's Mechanical and Energy Division take a well-deserved break after completing 195 boiler inspections!

Ron Mundt, Peter Cascio and Roger Cundiff can solve your electrical problems in a hurry.

distribution system at Fort Drum, participated in the development and testing of the Solid Waste Annual Reporting System, prepared model Statements of Work (SOWs) for Wellhead Protection Plans and two Compliance Assessment Protocols, and hosted the Army Utility and Energy Workshop attended by 120 installation and MACOM personnel.

MACOM Support

Chuck Racine participated in Child Development Center evaluations at three installations. Fort Meade, Maryland, benefited from an FPORI conducted by our engineers, and Fort Stewart had its Fire Code compliance waivers reviewed. Karl Wolfe performed DPW Equipment Support Visits to eight installations, and Tom Dolen performed Fire Inspection/Assistance Visits to twelve installations.

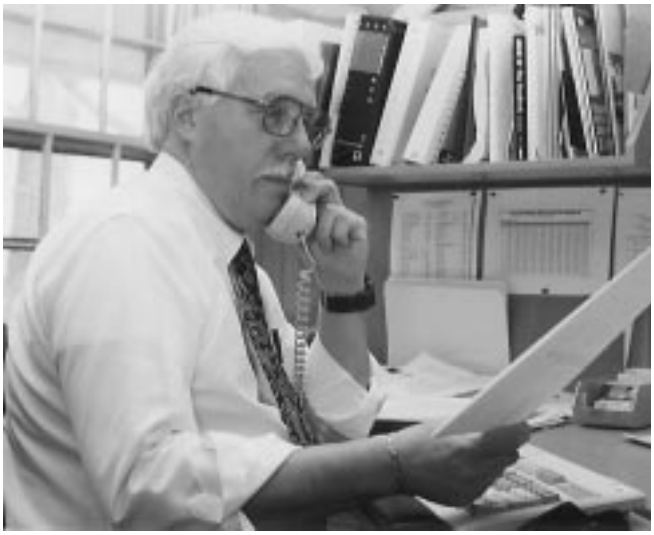
Energy Program

Our Mechanical and Energy guys participated in six Energy Awareness seminars. They developed Energy Consumption Reports for eight installations, conducted four sessions of the Energy Managers Training Course and taught RADDS at seven installations.

Special Projects/Privatization

During FY 98, our Electrical Division continued to provide support to the 249th Engineer Battalion and our own Army Power Procurement Directorate with utilities privatization. We also served on the Warranty PAT, participated in the Fort Belvoir SM-1 Working Group, and provided support to HQ USACE Civil Works in developing AE contracts. PWD

ISC puts out USAREUR's fires



Call on Tom Dolen for your fire protection needs.

At the request of HQ USAREUR Fire Protection, the Installation Support Center provided personnel to conduct Fire and Emergency Service Operational Readiness Inspections (F&ESORI) throughout Germany. This was done on a reimbursable basis to help with USAREUR's inspection backlog.

Three inspectors (2 Fire Protection Specialists and one contract inspector) conducted the F&ESORIs at 17 installations, and 21 fire stations (some locations had more than one station). Major findings included:

1 Inadequate/ineffective Fire Prevention Programs, due to insufficient staff.

2 Inadequate Firefighter training program.

3 Fire companies should be re-established at several locations due to installation operations and inadequate host nation fire protection support.

4 Problems with the MACI fire apparatus.

The ISC inspections validated USAREUR's ongoing efforts to obtain additional Fire Inspector positions. USAREUR identified 44 additional required positions and was recently authorized to hire 22.

Ansbach, Germany, was identified as one of the sites for the new Firefighter Training Simulators. They are currently in the process of getting the Aircraft Rescue Fire Fighting (ARFF) simulator and will receive the Structural Trainer later in 1999. These trainers will help improve the firefighter training program with the hot fire training needed to meet requirements.

To validate the need for re-establishing fire companies at several of the locations, ISC personnel recommended that a fire risk assessment be conducted using the Army's Fire and Emergency Services Risk Assessment document.

The fire apparatus replacements are being identified in the vehicle replacement program for FY99-05.

POC is Tom Dolen, (703) 806-5982 DSN 656. PWD

The Buildings and Structures Division Staff helped implement ROOFER at six installations.

ISC Engineers cover many areas

Members of the Sanitary and Chemical Division— Nelson Labbé, Greg Jones, Malcolm McLeod, Tom Spoerner and Bob Fenlason.

Solid Waste Management. ISC has been active in improving solid waste management at Army installations and assisting solid waste coordinators to meet the requirements of Executive Order 13101.

DoD Recycling Workshop. We serve as the Army POC for the annual DOD Recycling Workshop (held in conjunction with the National Recycling Coalition Congress), leading coordination of the workshop every 3 years. This workshop provides up to date training and an opportunity to meet with recycling managers from private industry, municipalities and other DOD services to Army solid waste and recycling coordinators.

Solid Waste Annual Reporting System (SWARS). SWARS has been designated by OACSIM as the official reporting system for solid waste management data at Army installations, beginning in FY99. ISC developed the implementation plan and has been coordinating implementation of SWARS across the Army. We also provided technical assistance upon request and coordinated changes to the software to ensure it meets the requirements of Army Solid Waste Managers.

Integrated Solid Waste Management Planning (ISWMP). ISWMP encompasses the hierarchy of solid waste management practices endorsed by the EPA:

(1) Source Reduction
(2) Recycling/Composting
(3) Incineration
(4) Landfilling.

Practicing ISWMP helps installations minimize both cost and environmental impacts of solid waste disposal. ISC has provided both guidance, in the form of Public Works Technical Bulletins, and development of ISWM Plans for individual installations.

Water Conservation. Executive Order 12902 extended many of the federal government's energy efficiency requirements to water conservation. Federal facilities are required to audit their water use and implement cost effective water conservation measures. ISC has helped installation energy managers to wade through this often-unfamiliar territory by providing on-site audits, as well as reviewing audits provided under the Army Facilities Energy program. We've also provided information to the Huntsville Engineering Support Center on water conservation opportunities to be included in Energy Savings Performance Contracts. Technical guidance has been provided by ISC-sponsored research by USACERL, leading to the publication of Water-Efficient Installations, a technical report covering all aspects of water efficiency on military installations.

Corrosion Control. ISC has a long history of providing corrosion control assistance to Army installations. Over time, ISC has conducted corrosion control surveys on almost every installation. Annually, we sponsor a corrosion control workshop designed to provide practical information to installation

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Are you on the *Digest* distribution list?

If not, give Linda Holbert a call at (703) 428-7931 DSN 328.

personnel responsible for maintaining underground utility systems, including meeting the corrosion control requirements for underground storage tanks contained in 40 CFR 280.

Boiler/Cooling Water Treatment. The development of a Quality Assurance contract for boiler and cooling water treatment is a significant accomplishment. This contract had been in place for boiler water QA, but QA for cooling water was added in the last year. Quality assurance is important for ensuring that installations are able to keep cooling systems free of corrosion, scale and biological growth. For cooling towers, prevention of biological growth is especially important. Otherwise, cooling towers can become breeding grounds for all sorts of molds, algae and bacteria, including Legionella bacteria that cause Legionnaires' Disease.

Boiler/Cooling Water Treatment Training. The training program provided a low cost means for all installations to train their boiler and cooling plant operators on the requirements for system water treatment. The training program helps assure the operators have the knowledge to safely and efficiently operate and maintain the Army's boilers and cooling systems. The training was provided on-site and in the Fort Belvoir area.

Boiler/Cooling System Consultations/ Evaluations. Installations routinely obtained telephonic consultation on many different technical aspects of system water treatment. On-site system evaluations were completed for a number of installations to determine corrective actions to resolve system problems. Occasionally these evaluations were conducted on an emergency basis. The evaluations analyze all water related aspects of system operation and provide prioritized recommendations for efforts to enhance safety, reliability, operation and maintenance. **PWD**

Jane Anderson can help your installation implement water conservation measures.

Mike Organek takes care of your privatization contracting needs.

As Chief of the Sanitary and Chemical Division, Malcolm McLeod helps installations minimize the cost of solid waste disposal.

Jim Paton can help your installation with energy conservation ideas.

U.S. Army Corps of Engineers
Installation Support Center

	Commercial	DSN
Executive Office		
Director, Kingman Bldg	(703) 428-6300	328
Pulaski Bldg	(202) 761-1014	763
Executive Director	(703) 428-6300	328
Counsel	(703) 428-6319	328
DPW Liaison Office		
Chief	(703) 428-6933	328
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Mechanical & Energy Div	(703) 806-6111	656
Electrical Div	(703) 806-6113	656
Buildings & Structures Div	(703) 806-5979	656
Pavements & Railroads Div	(703) 806-6050	656
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Directorate of Prime Power and Emergency Operations		
Director	(703) 805-2656	655
249th Engineer Battalion	(703) 805-2680	655
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Company B, HQ	(910) 396-2895	236
Company C, Prime Power School	(703) 805-2506	655
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Director	(703) 428-8918	328
Budget & Programs Div	(703) 428-7919	328

Diectorate of Military Programs

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Director

Mr. William A. Brown, Sr.
Deputy Director

Counsel

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Directorate of Prime Power & Emergency Operations

LTC Kurt F. Ubbelohde

Directorate of Resource Management

Mr. Edward B. Vogel

Army Power Procurement Office ...

A best bet at 5 to 1!

1998 was a very busy year for the Installation Support Center's (ISC) Army Power Procurement Office. Our primary focus for FY98 was on the privatization of utility systems.

First Stop for Utilities Acquisition and Sales

This small office supports DPWs and installations worldwide in the acquisition, sale and privatization of utilities services for the Army. The Director of Army Power Procurement assists the Chief of Engineers, who is the Army Power Procurement Officer (APPO), in developing unique policies and procedures relating to the acquisition and resale of utility services under Army Regulation 420-41, Acquisition and Sales of Utility Services. This document establishes the Army's basic policy and responsibilities for utilities acquisition and sales. It also designates ISC's Director of Army Power Procurement, USACE-ISC, as the Deputy Army Power Procurement Officer (DAPPO). He and his staff perform oversight functions for the APPO by delegation. The DAPPO also:

Ed Gerstner and Annette Harley help installations privatize their utilities.

- Provides engineering and technical expertise.
- Assists installations in negotiations with utilities.
- Approves acquisition of utilities beyond a current fiscal year.
- Ensures compliance with the Federal Acquisition Regulation (FAR) system for the acquisition of utility services.

These are very important responsibilities because the Army costs for utility services exceeded $1.1 billion in FY98, with resales of over $185 million in utility services.

The Army Power Procurement Office, in conjunction with the Army Regulatory Law Office, intervenes on behalf of the Army and the Federal Government in state regulatory commission hearings. We are all aware that utilities' costs are increasing significantly. If the Army does not intervene in rate hearings, the Army makes a politically lucrative target to bear more than its fair share of rate increases. Thus, Army Power Procurement analyzes proposed rate increases, compares proposed rate increase to cost base rate, and contracts for expert witness testimony on its position.

Rafael Zayas, Mike Dean, Don Emmerling, Ed Davis, Eleanore Fullem and Gail Nevitt discuss going paperless.

Saving Money for Installations

Army rate interventions in 1998 resulted in a cost avoidance and savings of over $2.48 million, at a cost of only $89,630 plus rate intervention team salaries and travel. Several of the rulings issued by the Public Service Commissions contain three year moratoriums on rate increases and thus result in long-term cost avoidance. This represents a return on investment ratio of approximately 5 to 1. The breakout is as follows:

Location	Annual	Total Savings (3YR)
Maryland	$146,000	$146,000
Georgia	$100,000	$300,000
Pennsylvania	$ 46,000	$138,000
New Mexico	$289,000	$289,000
California	$1,900,000	$1,900,000
TOTAL FY98	**$2,481,000**	

Other Duties

The DAPPO also serves as the Army Representative on the FAR Joint Committee on Utilities and the Defense Utilities Energy Coordinating Council (DUECC) Acquisition Committee and provides oversight of the Army's DUECC regional and area boards. Army Power Procurement has been working with the DUECC and the electric utility industry to keep abreast of the latest developments in retail wheeling of electric power, so that Army installations may be in a good position to take advantage of any potential cost savings that arise.

Through memorandums of agreement with AMC, FORSCOM, and TRADOC, the Army Power Procurement Office has assumed MACOM oversight responsibilities in addition to the similar oversight functions it was already performing for ISC, HSC, INSCOM, MTMC, USMA, AND SDC MACOMs, as well as the Defense Logistics Agency (DLA). These functions include:

1 Reviewing and approving rates or rate computations at least yearly for the sale of all utilities services available at installations within the command.

2 Technically approving the acquisition of all utility services with an estimated annual cost over $250,000.

3 Reviewing annually existing utilities acquisition contract rates and survey load characteristics, and making or recommending adjustments of rates and charges.

4 Providing assistance to installations in solicitation, negotiation, preparation, revision, and modification of utilities contracts.

5 Maintaining liaison with state, municipal, or other applicable utility regulatory bodies and maintaining familiarity with prescribed policies, procedures and rates.

6 An important new function added during 1998 was the review of electric industry regulation and it's impact on the cost of electric service in states where open access to electrical generation has been authorized.

Moving towards Privatization

Operating and maintaining Army utility systems with reduced work forces, shrinking O&M budgets, and more stringent environmental regulations has become very difficult. Privatization (transfer of ownership) of Army-owned utility systems is a logical and cost-effective option, and it is consistent with DoD, Army, and other privatization initiatives. The Army's goal is to have 75 percent of all utility systems, including 100 percent of the gas systems, under privatization action by the Year 2003.

This process involves reviewing alternatives, determining economic feasibility, and making a life-cycle cost analysis (LCCA) which compares providing utility services under continued Army ownership with ownership by a public, municipal, or regional utility.

Army Power Procurement/ USACPW assists Army installations and MACOMS in privatization with technical guidance, utility negotiation and contracting, and provides legal assistance and consultation on the privatization process. Our office also provides contractor assistance, on a reimbursable basis for LCC analysis and development of the statement of work (SOW) for the request for proposal (RFP) for the privatization utility service contract which is the key economic document in the privatization process.

During May 1998, we hosted a second Privatization Training Workshop at the Presidio of Monterey, California, for those personnel involved in privatization of utilities. In addition, our office participated in the DOD Commander's Conference in Washington, D.C., by presenting the Army Utility Privatization Plan.

As of December 1998, 199 utility systems at various installations are in some phase of the privatization process, with 100 systems under study and 33 systems where the study has been completed. PWD

Happy Retirement!
List of 1998 ISC Retirees

Clifford Beasley — *Professional Development and Training*
Peggy Brennan — *Systems Development and Maintenance*
Thomas Evans — *Army Power Procurement*
Richard (Dick) Farner — *Business Improvement Division*
Harold (Doc) Hollis — *Power Reliability and Enhancement*
Wiley Jernigan — *Planning and Real Property Division*
Jim Kemp — *Business Improvement Division*
Jack Spittal — *Professional Development and Training*
Edward T. Watling — *Director, CPW*
Jim Webster — *Business Improvement Division* PWD

249th Engineer Battalion ...

A POWERful resource!

The 249th Engineer Battalion, headquartered at Fort Belvoir, Virginia, has a diverse and critical mission. Its soldiers perform missions across the spectrum of military operations—from warfighting to disaster relief to installation support. To do this, they draw on "war reserve" stock to fulfill virtually any need.

The Battalion's most valuable resource is its soldiers— whether they're installing generators or providing needed technical assistance. With units stationed across CONUS, including Hawaii, and overseas—Korea and Germany—they can provide the rapid, responsive service that is demanded in today's constrained environment... and provide measurable cost savings to the customer.

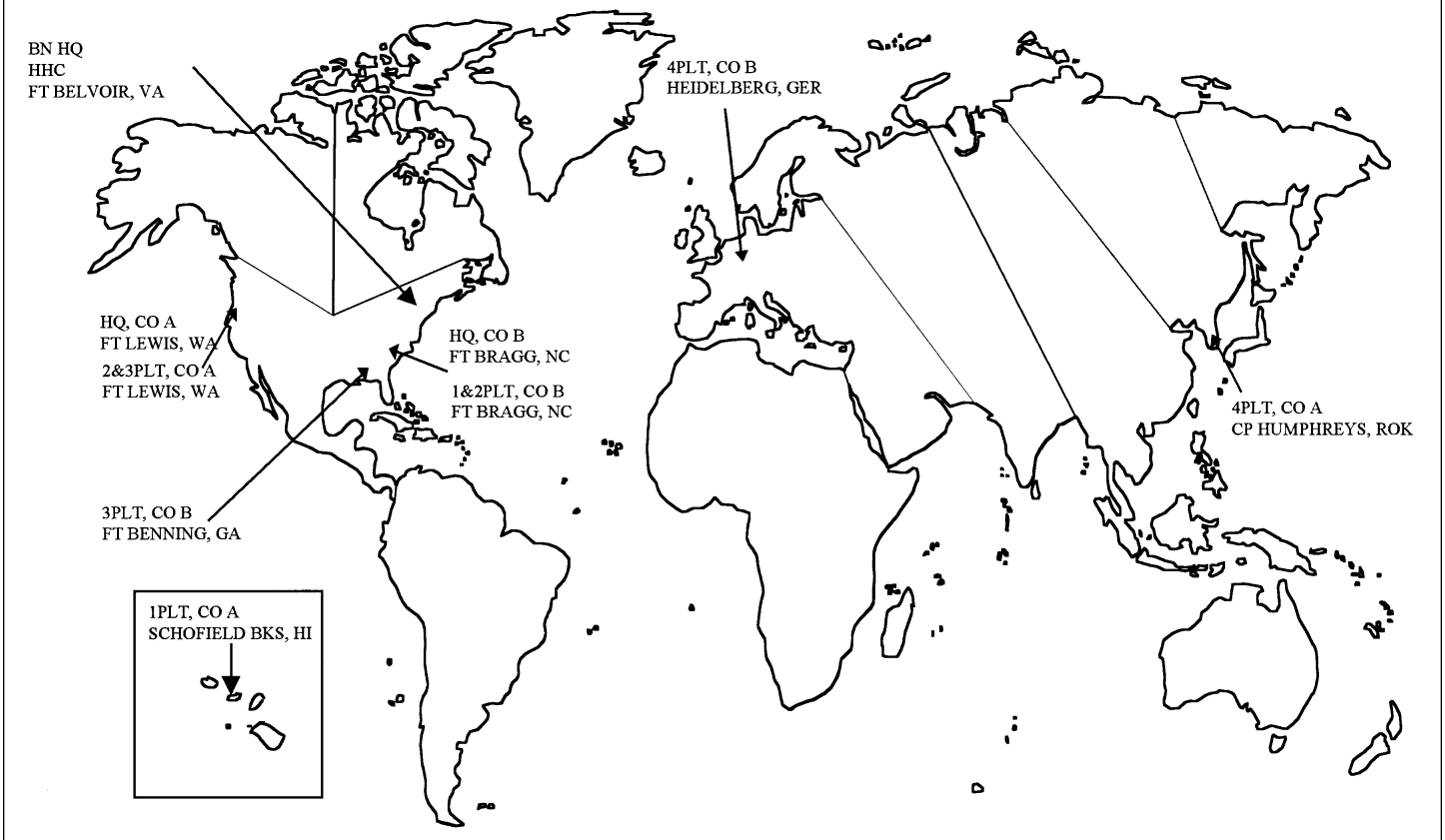
The Prime Power School located at Fort Belvoir, Virginia, trains personnel to operate, maintain and manage prime power generator sets, power plants and associated distribution systems equipment. Students spend 15 weeks learning the basic academics to earn 34 college semester hours. They can choose from instrumentation, electrical and mechanical specialties.

The CPW Loan Program maintains the war reserve stock to provide prime power production assets on a loan basis to satisfy high priority electrical power requirements. This is done on a "cost only" basis. The customer reimburses TDY costs and overhead costs of the equipment. "Our soldiers benefit from training and the installations save money," said LTC Kurt F. Ubbelohde, commander of the 249th Engineer Battalion. "Supporting the DPWs is a win-win situation. It provides installations with much needed savings while creating realistic, battle-focused training for prime power soldiers."

Besides power production, samples of typical support missions include:

- Uninterruptible power systems testing/repair
- Transformer inspection, testing, and analysis.
- Fixed power plant maintenance and inspection.
- Circuit breaker relay maintenance repair and calibration.
- Infrared survey of electrical systems.
- One-line diagram updates.
- Grounding system testing.
- Electrical distribution system repair.
- Load surveys.
- Cable testing/repair. PWD

Prime Power Unit Locations



Prime Power to the rescue!

1998 started off quietly for B Company, 249th Engineer Battalion, with most soldiers enjoying New Year's Day at home. Only nine soldiers from 4th platoon out of Schwetzingen, Germany, were in Tuzla, Bosnia, supporting Task Force Eagle with Operation Joint Guard. They were providing power for the base camp and electrical technical advice for the Base Camp Coordinating Agency. The company has continued supporting that mission all year with sections rotating every 90 days. The mission power requirement steadily increased, necessitating additional generators. Prime Power soldiers installed four more 750 KW generators to handle the peak load that we're experiencing now.

SGT Jaquez and SSG Garnto put final touches to a generator at the Mayaguez Hospital.

Ice Breakers

The New Year's peace was disturbed on 11 January when CPT Robert J. Kroning, B Company Commander, was alerted to send a platoon to upstate New York to support USACE and FEMA with disaster relief for Ice Storm '98. CW2 Patti Shoefstall, 1st Platoon Leader, deployed her platoon within 24 hours from Fort Bragg, North Carolina, to Albany, New York, and immediately began performing power assessments throughout the northern counties. She also sent a team to Fort Drum, New York, to prepare FEMA generators for distribution to the counties. Her soldiers provided valuable technical expertise in the field, making sure generators were properly installed and correcting mistakes made by inexperienced locals. The mission ended on the 23rd for Prime Power with the citizens of New York extremely grateful.

SSG Garnto is lowered onto a field next to the Mayaguez Hospital in Puerto Rico where he will help install a generator.

Covering the Army's World:

- CW2 Kevin "Mike" Moore (Platoon Leader) and SGT Morea from 4th platoon handled the coordination with the **Incirlik (Turkey) Air Force Base** Civil Engineer to replace two 1500 KW generators for badly needed back-up power. SFC Doering's section conducted the actual installation.
- The 249th coordinated with the DPWs or Base Civil Engineers and conducted Circuit Breaker and Relay Maintenance (CBRM) at the following locations:
  - **1st Platoon — Fort Monroe, VA; Fort Howard, MD; and Perry Point, MD, Veteran's Hospital.**
  - **2nd Platoon — Quantico Marine Base, VA; Fort Monmouth, NJ.**
  - **3rd Platoon — Fort Benning, GA, and MacDill Air Force Base, FL.**
  - **4th Platoon — Ansbach and Schweinfurt, Germany.**

SGT Jaquez, a Puerto Rican mayoral representative, Yvonne Drake (left) and Rick Steenhoven (right) from USACE inspect a generator before installation.

- CW2 Bryan Gore (2nd Platoon Leader) sent SFC Woolley and his section to **Tobyhanna Army Depot, PA,** to perform some overhead power line distribution for Mr. Ken Stuccio. He also sent SFC Tate and his section to **Blue Grass Army Depot, KY**, to repair and replace lightning protection on several ammunition magazines and warehouses.
- MSG Farner, SSG Woods and SGT Haynes from 2nd platoon supported the **Camp Doha, Kuwait**, DPW by surveying the electrical requirements and providing badly needed advice to improve the capabilities for the camp.
- SSG Spaulding and SSG Bogue (2nd platoon) spent six-month tours at **Soto Cano Air Force Base, Honduras**, providing electrical Quality Assurance and expertise for JTF-Bravo.
- 1st and 3rd platoons conducted Annual Inspections on the Electromotive Division (EMD), 1500 KW generators at **Fort Gordon, GA**.
- 1st platoon installed remote electrical panels and distribution conduits for **Langley Air Force Base, VA,** to allow them to monitor and operate all their back-up generators from one central location.

More Global Missions:

- W01 Vaughn Fekette (3rd Platoon Leader) deployed his platoon to **Fort Polk, LA**, in August to support the 369th Combat Support Hospital (Reserves based in Puerto Rico) during a JRTC rotation. They installed and operated their organic power plant and provided the hospital with power for 10 days during an intense force on force exercise. They were constantly attacked by the enemy and didn't incur a single casualty. The exercise was a tremendous success, providing valuable training and experience for the platoon.
- 1st platoon supported FEMA's Territorial Logistics Center - East (TLC-E) at **Fort Gillem, GA**, by maintaining, repairing and modifying over 150 generators stored for disaster relief. SSG Barba and SGT Matthews designed an external fuel system that will save FEMA thousands of dollars. 3rd platoon also supported FEMA by maintaining and repairing over 80 generators stored in **Puerto Rico**. The USACE Antilles Office has control of those generators and they provided us with logistical support. The work these platoons did to improve the readiness of the generators paid off during Hurricane Georges.
- SSG Baldwin (4th platoon) led a five-man team to **Ghana, Africa**, to conduct repairs and give advice on generators used to back up critical facilities. Ghana is in the midst of a long drought which, because of lowered lake water levels, has reduced the amount of power produced at their hydroelectric dams. Critical facilities need to have a reliable back-up system of power during the government-mandated blackouts. After President Clinton visited Ghana, he charged the Joint Chiefs of Staff to assist Ghana with their power dilemma, and EUCOM's Humanitarian Assistance Program called Prime Power for help.
- Numerous 4th platoon soldiers have periodically gone to **Camp Able Sentry in Macedonia** and performed electrical Master Plan upgrades, designed and helped install the electrical system for the new dining facility kitchen, and trained other engineer soldiers on basic electricity and electrical systems maintenance.

We closed the year by reacting to yet another disaster, this time **Hurricane Georges in Puerto Rico**. SSG Scott and SGT Stanley from 3rd platoon led the way by arriving in Puerto Rico several days before the hurricane hit to start the coordination process for follow on units, give feedback on the extent of the damage, and provide immediate emergency support. Hurricane Georges knocked out all the commercial power on the island. Ms. Shoefstall and Mr. Fekette deployed their platoons to Roosevelt Roads Naval Station, Puerto Rico within two days of the hurricane and began setting up the staging area for FEMA generators and conducting assessments of critical facilities. Prime Power soldiers roamed over every inch of Puerto Rico for seven weeks as part of the USACE Power Response Team which supports FEMA with their assistance to the Puerto Rican Commonwealth under the Federal Response Plan. By year's end, the 249th had conducted 1,006 assessments and 120 generator installations.

POC is CPT Robert J. Kroning, B Company Commander, (910) 393-2895 DSN 236. PWD

Take charge of the future!

An interview with Kristine Allaman, Director of ISC

by Alexandra K. Stakhiv

Kristine L. Allaman

Meet Kristine Allaman, the U.S. Army Installation Support Center's new Director. She's no stranger to ISC, having worked for the Center during its Engineering and Housing Support Center (EHSC) days in the early 1990s. Arriving just six months ago, she's taken the reorganization/disestablishment of CPW by the reins with her no nonsense, positive attitude on life.

After graduating from California Polytechnic in Pomona, California, with a degree in aerospace engineering, Allaman's first job was with Lockheed Corporation as a wind tunnel test engineer. From there, she went to Germany to teach mathematics, physics and chemistry for Embry-Riddle Aeronautical University. When a job opened in the Ansbach DEH, she applied and got it. She wound up staying in Germany for 12 years working at the DEHs and HQ USAREUR, including 4 years with EUD (Europe Division).

When Allaman left EUD, it was as the Deputy for Program Management, but most of her years in Germany were spent in the Engineering Plans and Services arena in charge of Engineering, Construction, Real Property and Planning. She also worked at HQ USAREUR Facility Data Management and brought in the first Integrated Facilities System from the Real Property side and saw the big impact of computers and automation as the wave of the future. "In those days, my office still had tons of files of Real Property on cards in file drawers," Allaman recalls.

Looking back, she sees how important it was to set her mind on the things she really wanted and not let what others told you dictate her path. Allaman sees her career as an illustration of her philosophy. "All I can say is, don't be afraid of the future and live in a negative fantasy. It's easy to waste a lot of energy thinking about bad things that never happen."

To her own staff, she says, "The ISC is going through a reorganization right now and we will see many changes in the coming year. Some people will be relocated to Headquarters in Washington, DC, some to the field along with their functions, and some will move to the new Installation Support Offices or to new jobs altogether. Over the years, I have found that most of the time people in a reorganization end up in a better situation. We need to stay open to possibilities and opportunities. A positive attitude will help get us through the changes in life."

Allaman has seen quite a few changes herself. She was hired for the Engineering and Housing Support Center (EHSC) as the Chief of Planning in 1991, but by the time she arrived from Germany, management had decided to merge Planning Branch with Management Branch.

Allaman spent three years with EHSC. Having a long-term goal of attaining an SES (Senior Executive Service) position, she realized that she needed civil works experience and accepted a job in Walla District as the Chief of Engineering. "I developed a career plan for myself," remembers Allaman. "It included setting my sights on a goal and planning how best to get

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there. In your career or life, you will always have disappointments, but you need to keep trying to meet your goal.

To the wider Army installation community, Allaman says, "There is a lesson for the Army here too. When things are beyond our control, we need to look for alternative ways to get things done. Originally, many saw only negative things in the Military programs Reengineering Plan because CPW was such a great organization. But we have come to realize that the whole Army is and has been changing and we have to change along with it. We have a different Army today than we had yesterday.

"We can improve our services by regionalizing and reaching out support to all installations. There is a definite need for the Installation Support Offices. *(See related story on p.23.)* We need to look closely at privatization, partnering and gaining efficiencies to get to where we want to be. Even if we didn't reorganize, we would have to change our way of doing business.

"Our Vision for Army XXI— We need our power projection platforms to quickly move to where we are needed. So how are we gearing up to assist installations to become power projection platforms? We, ourselves, need to become more agile to assist our installations in supporting the Army of tomorrow.

"EHSC, CPW and now ISC have always embodied customer service. We need to keep that up as we get smaller. In the past, we had functions that are also done by the districts such as dam safety. We need to leverage our talent and specialize in operations and maintenance. As we move into the next phase, we need to integrate our services more with district and DPW talents, concentrating on life cycle management. If we succeed in bringing all that talent together for the good of the Army, we will have achieved our goal of working in concert with one another."

Allaman's first assignment as an SES came in 1995 as Director of Engineering and Technical Services (DETS) in the Missouri River Division. Once again, changes were in store for her. Three SES positions, Planning, Engineering, and Construction Operations, had recently been combined with Real Estate to form the new DETS position. "I needed to remain flexible and broad-based," says Allaman. "I could not be a specialist in any one area. My job was to integrate all these functions and make them work together seamlessly."

"As we move into the next phase, we need to integrate our services more with district and DPW talents, concentrating on life cycle management."

—Kristine Allaman

Soon after Allaman got to her new job, several MSCs were consolidated. The Chief of Engineers approved the merger of Missouri River Division with the North Pacific. Within a year, she became the director of a geographical area about one-fourth the size of the entire United States—the Northwest Quadrant. Previously there were two headquarters, Omaha and Portland, and now they were consolidated and made to work as one. "It was not easy to make the change," says Allaman. "Upheaval is always hard."

In 1998, Ed Watling was retiring and the Chief asked Allaman to take over as the Director of CPW.

"I remembered how much I had enjoyed working at EHSC," says Allaman," and how much I respected the people there. I was honored to be asked to fill Ed's shoes. Even though I was not in on the planning stage of the reengineering of CPW, I got very heavily involved in the implementation stage as soon as I arrived.

"Our senior team has made trips to every Major Subordinate Command and we are in the process of standing up our Installation Support Offices. Twenty people who have volunteered to work at these regional centers. *(See inside back page.)* We met in December and each volunteer is now working on an Individual Development Plan and getting some additional training in February before relocating. We're also working very closely with Huntsville Center, the Installation Support Center of Expertise.

"All the support that has been provided up until now will continue. IFS systems will go on and the same teams will continue to provide support as before. We will still have about 40 people at Headquarters to support the ACSIM and the field. Our role has always been to set policy and provide oversight to the work done in the field. Direct field assistance has been moved to the field offices, but we will still do policy and coordination at Headquarters with the ACSIM and Army Staff. ISC will continue the dialogue, coordination and support to the field and have a voice in influencing ISOs in terms of policy and oversight.

"Change is a way of life. If you're not comfortable with change, things are not easy. Me, I'm comfortable with change. Maybe because I've seen so much of it. But people of any age have seen a lot of change. Five years ago, not many people used laptops or had cell phones, and five years before that, not many used computers. Yes, our organization is undergoing change, but we will get through it. We will be different, but our goals will be intact and we will still have the potential to do something great for the Army.

"We have a lot of control and influence in making this a positive future. It's up to us. This attitude has always worked for me." PWD

Alexandra K. Stakhiv is the Editor of the **Public Works Digest**.

The *Public Works Digest*—it just keeps on ticking!

by Alexandra K. Stakhiv

The ***Public Works Digest*** enters its eleventh year of publication buoyed by continued strong responses from you about how well we're doing our job of supporting the DPW arena. We have worked hard to provide you with the technical information and innovative ideas about the public works business that you need to do your job.

We recently conducted a survey to see what kinds of topics you would like to read about in the future and whether or not you would read them off the internet. A total of only 27 readers responded. This low number surprised us because the ***Digest*** is always very visible in DPW offices during staff assistance visits, training and other TDY. We know you're reading the ***Digest*** because we get a lot of informal feedback, but we don't know why you haven't responded to our survey. If you have a copy of the September or October 1998 issue (inside back page), we would still appreciate hearing from you. If you only read the ***Digest*** from our home page and didn't notice the survey, it's not too late to send your comments to alex.k.stakhiv@cpwo1.usace.army.mil.

Our limited survey results showed that the majority of our readers are from installation DPWs, with the balance coming from other government agencies, other services and the private sector. While 3 respondents said that they read all of the articles, 19 said that they read most of the articles in every issue. Those who read only certain articles listed topics related to the environment, energy and training.

Eighteen out of 27 said that they are on the ***Digest*** distribution list and receive it regularly, while the remainder get it through departmental distribution/circulation or borrowing. A few asked to be added to the mailing list and gave their addresses. Some just ignored the question. If you fall into this category, don't be shy, give us a call at (703) 428-7931 and ask to be added to the distribution list.

While no one has experienced any serious difficulties in reading or downloading the ***Digest*** off the Internet, it's clear that most of our readers remain dedicated to receiving a hard copy in the mail. Three-fifths responded that they would not read it off the net, even though all but 2 out of the 27 who responded said that they had access to the web. When asked how helpful it is to have the ***Digest*** on the web, there was a wide range of responses on the scale of 1 to 5, with 5 being "not useful." Only three said it was very helpful, six said it isn't useful at all, and the rest were in between. The Corps of Engineers is moving in the "paperless" direction by going digital with its publications. Technical bulletins, manuals and regulations are being targeted currently. For now, we plan to continue posting the ***Public Works Digest*** on our home page and have considerably pared down the number of copies we print for distribution.

On a scale of 1 to 5, readers were asked to rate the ***Digest's*** usefulness to them and the quality of the articles. Ten readers rated it a 1 for usefulness, 12 gave it a 2, 4 have it a 4 and only 1 said it was not useful to him/her. For quality, 6 readers rated ***Digest*** articles very high giving it a 1, 18 rated them a 2, and 3 gave them a 3.

When asked whether they wanted to read more or less about certain topics, most readers responded that they wanted more articles on **all** topics (Installation Management, Corps Support, Facilities Engineering, Environment, Energy, Training, Automation, New Technologies, and Good Ideas/Lessons Learned). On a scale of 1-5, most topics were rated 1, 2 or 3, which means that readers would like to see more articles on our regular topics or are satisfied with the number we have now. However, the same few people who were only interested in reading articles on a specific topic, scored that particular topic high and down rated the others for desired quantity. Exceptions include one respondent (an auditor) who indicated that the ***Digest*** was not very useful to him/her as is and that he/she would like to see fewer articles on Corps support, facilities engineering, and environment but more on automation, new technologies and good ideas.

Topics our readers would like to see addressed in future issues of the ***Digest*** include outsourcing, the relationship between DPW and COE, dam safety, installation service centers, problems encountered in new facilities, new ideas/happenings, electrical, energy, environmental issues, contracting, partnering with PW/BASOPS contractors, and contract surveillance. While most

Your friendly, hard-working staff of the ***Public Works Digest*** *— Linda Holbert, Penny Schmitt, and Alex Stakhiv.*

of these topics are already covered in specific annual issues as well as throughout the year, e.g., energy in October and environment in April, we will do our best to target the rest, but we will need more input from you, our readers. Contracting issues were covered extensively in the last issue and, due to the high number of submittals, will be covered again in the near future.

Only a few readers responded to the suggestions/comments question. Here are their comments:

"Keep up the good work!" *(Five readers!)*

"An excellent publication with a good mix of articles—always." *(Thank you!)*

"Your articles should be about saving money/manpower for the next several decades." *(Check out this issue!)*

"The ***Digest*** is the only publication that keeps abreast of what is happening with installation DPWs. I don't care who's building what big facility in the Corps— I do care very much about how DPWs out there are surviving!" *(Watch for articles based on staff assistance visits to installations.)*

"Continue to keep articles short and to the point!" *(This is why we do heavy edits and ask authors not to go over two pages!)*

"Other federal agencies should take advantage of this publication and subscribe. Federal agencies need to partner on efforts such as this!" *(We have quite a few "other" government agencies as well as the other services on our distribution list, but they seldom contribute articles.)*

"More and more contractors are an integral part of the PW/COE team. Suggest you incorporate articles on contracts performance, success stories, and submissions from contractors." *(See the November/December 1998 issue—lots of articles on contracting.)*

The editorial staff of the ***Public Works Digest*** would like to thank the readers who took the time to submit their survey comments. We will make every effort to incorporate your comments in future issues and encourage you to continue sending us your articles so that all our friends in the public works arena can remain abreast of what is happening at your installations. Our goal is to serve you even better as we move through the Military Programs Reengineering Transition period. PWD

EHSC, CPW, ISC— A great learning experience!

by John Lanzarone

As readers of this publication know, CPW, now renamed CEISC, is breaking up this fiscal year. Those of us in the Engineering Division are being reassigned to various locations from Germany to Korea and points in between. While I don't want to address the pros and cons of our disestablishment, I would like to reflect on my ten years here.

I came to EHSC not really knowing what to expect of the job or the people. What I found was an organization that had heart, and people that really seemed to know and enjoy their jobs. The engineers here were technical experts, afforded the opportunity to keep abreast of the latest technologies and able to sit and think about what made sense for the Army. Having coming from an installation EP&S office where the pace was very fast, my first impression of the slow pace here was that there wasn't enough work.

After a few months, that initial perception changed dramatically when an installation with a technical problem called for help. Engineers from EHSC flew to the site the next morning, and within a few days the problem had been identified and corrected. That was when I appreciated the need for such a group of technical folks, like a tiger team, that can come in to help the overworked DPW staff with what seemed like an installation unique situation.

When I worked at an installation, I didn't have time to think problems out— I reacted to them. That is why so many of my designs and the designs I see installations doing now don't take advantage of newer technologies. The designer is pressed for time, and so she/he designs what she/he already knows. I'm sure many designers think as I did, that some day there will be a project where they'll have the time to design a new system. Unfortunately, I don't think most designers ever get that luxury of time.

"Installation unique situation," that too took on a new meaning for me as I traveled to many Army sites. Before coming here, I'd had little opportunity for work related travel. Within a few months, I'd visited numerous installations and was scheduled to provide technical training at a MACOM workshop in Europe.

This job gave me the opportunity to visits dozens of installations. This became a tremendous asset. Learning and seeing how one site solves its problems allowed me to pass that information on to others so that they no longer had to reinvent the wheel. An added plus, many of the trips allowed sightseeing to places I know I never would have had the opportunity to visit, Belgium, Italy, Germany, Korea, as well as many of the states, to include my favorite, Alaska.

I'm going to miss this job. I'll miss the daily contact with installations by phone or e-mail. I'll miss the people. But I know that no matter where our reassignments take us—to Headquarters, the Installation Support Center of Expertise, or an Installation Support Office— we'll take a wealth of learning out to serve the Army wherever we are. PWD

John Lanzarone is an engineer with the Mechanical and Energy Division of ISC's Engineering Directorate.

Installation Support Offices take shape

by Penelope Schmitt

Ed Gerstner, Ron Niemi, Winston Jones, Johann Grieco, Tom Spoerner, Robin Banerjee and John Grigg discuss moving to the ISOs.

In December, teams from the Installation Support Center criss-crossed the nation to further define and refine the Installation Support Office (ISO) concept. In visits to New York, Atlanta, Winchester, Cincinnati, Sacramento, Honolulu, and Dallas-Fort Worth, the ISC teams conferred with MACOM Engineer staffs, Divisions and Military Support Districts to explain the process for setting up ISOs and to learn how the Divisions planned to manage their new assets for Installation Support.

A cornerstone of the Corps Military Programs Reengineering Plan, the ISOs were conceived as a way to regionalize Corps support to Army installations, bringing life-cycle and operations and maintenance expertise closer to the customer, and beefing up the Corps' ability to work for the Army on a regional level.

Team leaders Kristine Allaman, George Braun, Frank Schmid and Pete Sabo, with supporting staff, spent two days at each location. "There's more "can do" in this plan than "have to do," Allaman said. "The Director of Military Programs has given just a few clear directions-each ISO will be funded at a level that will support 8 FTEs of effort. Staff fills will come first from the Installation Support Center. At least four positions must be filled at each ISO."

That said, there's a lot of flexibility! Under a "checkbook" plan, the Divisions may choose to use the personnel funding that would pay for some positions as direct support funding to accomplish work for customers. "Divisions can fund a variety of staff or contracted services with the checkbook funds. Or they may decide to use that funding to support contract development or other services. On the other hand, they may choose to staff up to the full level of eight, and leverage that human resource on behalf of installations."

Also, aside from the provision that there be a single "main" office and only one "satellite," there's no prescription about how the ISOs will be organized and run. "Most divisions are choosing to put this function in the Program Management or in the Engineering and Technical Services areas," Allaman said. "Some have decided to locate their main office at a big military District, some in the Division office. We will have good opportunities to see what works best, because a variety of methods are being tested. And that's reality. Even on a regional level, different areas have differing needs and work styles. We can accommodate the variety and still see success grow all over the map."

The ISOs will begin staffing up in February and March, as Installation Support Center staff receive their orders and begin moving to their new duty stations. The 20 people bound for ISOs met just before Christmas to learn more about the team visits and to begin orientation to their new role.

"As members of the Center for Public Works staff," Allaman told them, "you may have been more of a specialist, working in one of the areas of expertise we have offered the Army. But the specialty isn't what makes you so valuable-what makes you a major asset to the new organization is the knowledge you've gained about contract management, installation needs and the variety of factors at work in Army DPWs." She challenged the new ISO members to build on what they've learned as national resources to create the best in regional services.

While the ISOs will be near at hand as a resource for the Corps' Installation Support customers, other parts of the Military Programs Reengineering Plan address the central functions and policy and program management needs of the Installation Support Mission.

"The thrust of this reengingeering effort has been to ensure that Life Cycle Management of facilities and infrastructure is adequately supported," Allaman explained. At HQ USACE, in the Directorate of Military Programs, we have slimmed down the number of people, but we have at the ➤

Ed Irish of ISC's Engineering Directorate will be moving to the Savannah District ISO.

same time increased the amount of support to continuing operations and maintenance support for installations. In the Environmental Division, we are adding people to give more emphasis to the Compliance aspect of infrastructure management—like solid waste management, water and water treatment systems, and sanitary engineering. In Programs Management, we are picking up the Energy Conservation measurement and reporting function—we see conservation as an ongoing task that the Corps needs to be integrated into our thinking about construction and long-term management of facilities. In Engineering and construction Division, we are adding six people whose focus will be on the Engineered Management Systems like ROOFER, RAILER, and PAVER, that installations use to sustain major systems effectively. In my own Installation Support Division, we'll have 40 people working for installations to ensure that key technical services have the right policy and program backup—that includes everything from master planning and the IFS-M system to business processes, engineering operations, and the Public Works Digest."

Second, the National Team we consulted in September made it very clear that the Army needed a Central source for certain one-of-a-kind functions. That source will be an Installation Support Center of Expertise located in Huntsville at the Engineering and Support Center.

Customers will be able to look to the CX for

- Systems support
- Supply management
- Equipment management
- Army Power Procurement (rate cases and interventions)
- Utilities Privatization assistance
- Fire prevention and protection.

Combining forces with these Army-wide providers, the ISOs can enhance the Corps ability to offer services on the regional level.

Here's what the early planning looks like in several of the Divisions:

North Atlantic Division plans to combine all its installation support resources, including One-Stop, PM Forward and the ISO in a single entity managed by Programs Management Division. The ISO will receive one person for its main office from ISC, Myron Kellberg. Joe Tyler, of NAD, was pleased at the flexibility of the proposed reengineering plan. "The less you tell me what I have to do with these resources, the happier I am," he said. "I have a lot of ideas about what we can do for installations!" As Europe will continue its highly successful installation support program, with the added muscle offered by Winston Jones of ISC.

South Atlantic Division, in contrast, plans to direct its ISO through the Engineering Division, locating its primary cell at Savannah District, which has the biggest military support program within the Corps of Engineers. Mobile District, which is responsible for work in US Army's Southern Command, along Fort Rucker and other stateside installations, will serve as the satellite to the ISO.

Three staff members from ISC, Ed Irish, Robin Banerjee, and Scott Monaghan, are slated to move to Savannah. Monaghan's presence in the Savannah ISO will provide a special plot twist. As one of the Army's two experts on Supply Management, Monaghan is sure to be called on by installations throughout his region. "Our one supply person is retiring," said Ray Stoudenmire of Forces Command. "You can bet we will sorely need to call on that kind of help from the ISO." An emerging possibility?—Experts may become resources the ISO will mediate throughout the Army and the Corps to support installation needs.

South Pacific Division, Sacramento will receive several people from the Installation Support Center, including Ron Niemi, Dennis Vevang, Jim Ledford, and Steve Roberts. This is one organization that wants to make maximum use of people, as opposed to the checkbook concept. The Sacramento Office will be fully staffed and plans to work installation issues intensively. It is seen as a core resource.

Northwestern Division, on the other hand, is more inclined to work with its customers to find the best use for the fiscal resources the checkbook concept offers. Derrick Mitchell from ISC will be heading to the Kansas City ISO. Great Lakes and Ohio River Division will locate its ISO in Cincinnati under PM with a mix of people and checkbook funds. John Grigg and Ed Gerstner will relocate to Louisville, Kentucky.

Southwestern Division, whose ISO will be located in Dallas with satellites at Fort Bliss and Fort Polk, will also combine people and checkbook funds. Chuck Racine and Tom Luu will go to Dallas.

Across the board, all the Divisions and their customers voiced one strong request from the Installation Support Center and its successor organization, the Installation Support Division—keep track of services! Excitement about the new organization was matched by a determination to hold onto the linkages to excellent services that have been available over the years. "I was at FEAK, Korea's outfit for managing installation infrastructure," said COL Wynne, of Transatlantic Programs Center. "When that was disbanded, we let ourselves lose track, and we lost some things. We can't afford to have that happen here!"

Installation Support Center and the Installation Support Division will continue to keep you posted through the ***Public Works Digest*** and through the Military Programs Web Site, on the whereabouts of all those people and services you have depended on. "Here's my bottom line," said Kristine Allaman, "The Corps is not going to get further away— we're coming out where you are to serve you!" PWD

Penelope Schmitt is the Chief of the DPW Liaison Office at ISC.

Tentative List of Installation Support Offices and ISC Personnel Transferring

ISO Office 1: CENAD

- **Fort Hamilton, NY**
  Myron Kellberg
- **Europe**
  Winston Jones

ISO Office 2: CESAD

- **Savannah, GA**
  Ed Irish
  Scott Monaghan
  Robin Banerjee
- **Mobile, AL**

ISO Office 3: CEPOD

- **Honolulu, HI**
  Richard Duong
  David Bohl
  Karl Thompson
  Al Csontos
- **Korea**
  Tom Spoerner
  Jack Giefer

ISO Office 4: CESWD

- **Dallas/Fort Worth, TX**
  Charles Racine
  Tom Luu

ISO Office 5: CESPD

- **Sacramento District, CA**
  Ron Niemi
  Dennis Vevang
  Jim Ledford
  Steve Roberts
- **Fort Irwin, CA**
- **Fort Huachuca, AZ**

ISO Office 6: CELRD

- **Louisville, KY**
  John Grigg
  Ed Gerstner

ISO Office 7: CENWD

- **Kansas City, MO**
  Derrick Mitchell
- **Seattle, WA**

ISO Office 8: CEMVD

- **Rock Island, IL**

ISO Office 9: CETAC

- **Kuwait**

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